A STUDY OF SUSTAINABLE HRM PRACTICES AND THEIR IMPACT ON EMPLOYEE SATISFACTION IN AUTOMOBILE SECTOR

SHORT SYNOPSIS

Submitted in partial fulfillment of the requirement of the degree of

DOCTOR OF PHILOSOPHY

by

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DECLARATION BY THE SCHOLAR

I hereby declare that the short synopsis entitled **A Study of Sustainable HRM Practices and Their Impact on Employee Satisfaction in Automobile Sector** being submitted in partial fulfillment of the requirement for the degree of Doctor of Philosophy in the Department of Management and Commerce under the School of Management and Commerce, Manav Rachna University, Faridabad during the academic year 2024-25.

It is the work that is expected to be carried out under the supervision of **Dr. Animesh Singh, Professor.**

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CERTIFICATE BY SUPERVISOR(S)

This is to certify that, the short synopsis entitled **A Study of Sustainable HRM Practices and Their Impact on Employee Satisfaction in Automobile Sector** is an original piece of work done by research scholar **Ms. Siksha Rawat** under the supervision of Dr. Animesh Singh for the degree of Doctor of Philosophy in the Department of Management and Commerce under the School of Management and Commerce of Manav Rachna University, Faridabad during the academic year 2024-25.

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Abstract

With a focus on the mediating function of employee engagement, the current study attempts to examine how Sustainable Human Resource Management (S-HRM) affects employee satisfaction in the context of the Indian auto sector. S-HRM is a strategic step that incorporates sustainability ideas into fundamental HR Processes, improving employee well-being and organizational effectiveness. Based on the body of existing literature, the study's primary S-HRM components are corporate social responsibility (CSR), employee growth, sustained employee satisfaction, and employee well-being. According to the study, sustainable HR practices have a beneficial impact on employee engagement, which in turn mediates the relationship between S-HRM and employee satisfaction. They also have a direct impact on employee satisfaction. Using this paradigm, the study aims to offer a thorough grasp of how HR practices focused on sustainability can improve employee satisfaction and engagement. It is anticipated that the results will have important theoretical and practical ramifications for HR practitioners and legislators as they create employee-centered and sustainable HR procedures in the automotive industry.

Key Words: Sustainable Human Resource Management, Employee Satisfaction, Employee Engagement.

TABLE OF CONTENTS

S. No.	Description	Page No.
1.	Introduction	1-4
2.	Literature Review	4-7
3.	Description of Broad Area and theoretical Background	7-10
4.	Research Objectives and Hypothesis	10-12
5.	Research Model, Research Design and Methodology	12-15
6.	Implications	15-16
7.	References	17-21

1. Introduction

Businesses now treat sustainability as a key focus while dealing with complex challenges like globalization, environmental shifts, and evolving societal demands. Sustainable human resource management involves an organized method of aligning HR activities with financial, societal, and ecological sustainability. Sustainable HRM stresses a long-term perspective, incorporating practices that support organizational goals and employees' well-being, in contrast to traditional HRM, which primarily focuses on efficiency and performance (Kramar, 2014). This strategy promotes morally righteous and employee-satisfying policies by acknowledging workers as essential resources and stakeholders in the company's sustainability initiatives (Ethnert et al., 2016).

The UN's Sustainable Development Goals (SDGs place a strong emphasis on incorporating sustainability into business operations, especially through SDGs 8 (Decent Work and Economic Growth) and 9 (Industry, Innovation, and Infrastructure). Sustainable HRM plays a crucial role in achieving long-term environmental and social targets by encouraging fair employment practices, enhancing employee well-being, and developing workforce skills. In alignment with the United Nations 2030 Agenda, industries are guided to shape HR strategies that support lifelong education, inclusivity, and environmentally responsible jobs. Therefore, creativity and adaptability in industrial frameworks are promoted by applying sustainable HRM as a strategic method.

Green Human Resource Management (GHRM), an emerging area in HR, aims to support business sustainability by integrating eco-friendly practices into human resource functions. Recent research offers in-depth understanding and perspectives on this evolving concept.

According to Miah, Szabó-Szentgróti, and Walter (2024), Green HRM is defined as: *"A set of practices, systems, and policies that align human resource management with environmental management objectives to promote sustainable organizational practices."*

Adopting HR strategies that not only fulfil organizational objectives but also lead to the long-term health, growth, and well-being of employees while taking social, economic, and environmental obligations into consideration is known as sustainable human resource management, or sustainable HRM.

It places a strong focus on making a strong balance between long-term organizational performance and the sustainability of human resources, directing clear of actions that could

result in inequality, employee fatigue, or the loss of human potential.

According to Ehnert (2009) In order to effectively manage the human resources, sustainable HRM play a major role in maintaining and enhancing workers' abilities, advancing equity, guaranteeing workers' well-being, and making a noteworthy effect on the environment and society rather than only focusing on getting quick fixes.

- Social and environmental obligations are included into HR operations through sustainable HRM.
- It seeks to stop excessive use or depletion of human resources (e.g., high turnover, employee burnout).
- It encourages sustained employee engagement, loyalty, and happiness

According to recent studies sustainable HRM practices include green hiring, sustainability training, employee well-being programs, flexible work schedules, green performance management, sustainable incentives, and diversity and inclusion programs in addition to guaranteeing employee pleasure and advancing more general social and environmental objectives, these strategies seek to promote long-term organizational success.

Green Hiring and Choosing

(Santis & Jacobour, 2008) Employers selecting staff members who share their commitment to environmental sustainability to create a green workplace culture.

Sustainability-Focused Training and Development

(Longoni, Guerci, and Luzzini, 2016) Workers receive training to promote sustainable goals so that they improve their knowledge and skills about their ethical, social, and environmental obligations.

Employee Well-being and Health Programs (Guerci & Pedrini, 2014) in order to improving the employee satisfaction and productivity various initiatives like stress management exercises, mental health assistance, and wellness programs are implemented.

1. To improve work-life balance and minimize the organization's environmental impact, practices including job sharing, flexible scheduling, and remote work are promoted.
2. To encourage eco-friendly behavior, organizations incorporate sustainability and environmental goals into performance evaluation processes.
3. Employee contributions to sustainability projects are acknowledged and financially incentivized through reward systems.

4. Organizations support social sustainability by fostering an inclusive workplace culture, respect for all people, and equal chances.

"Development that satisfies current demands without jeopardizing the capacity of future generations to satisfy their own" is how the United Nations Brundtland Commission defined sustainability.

According to Ethnert et al. (2016), Kramar (2014), and Ethnert (2009) The sustainable HRM is the adoption of HRM strategies and practices that enable the achievement of financial social and ecological objectives that have an effect both inside and beyond the company and over an extended period of time, while accounting for unforeseen consequences and unfavorable feedback.

Brundtland (1987) Many sustainable HRM efforts affect employees' subjective wellbeing, one of the key measures of firm performance. The claims about such practices that contribute to wellbeing, facilitate skill development, enhance retention and foster engagement have been shown to positively impact employee satisfaction (Aguinis & Glavas, 2019; Jackson et al., 2011). Redman, T. and Maguire, S. (2013) 'How environmental sustainability can be facilitated by the human resource management function', European Journal of Work and Organizational Psychology, 22(5), 589623. Hence, sustainable HRM practices play a bridge role connecting employees' needs and organizational sustainability objectives, leading to a work environment where employees feel safe, valued, and aligned with the organization's objectives.

Fostering Employee Well-being: it promotes employee well-being through initiatives that address mental, physical, and emotional health. The link between work well-being and positive engagement and behaviors, such as work-life integration norms, flexibility in work hours, and health promotion initiatives, is well established (Aguinis & Glavas, 2019). The organizations that prioritize their employees' wellness have lower absenteeism and attrition rates and an overall healthier and more productive workforce (Ethnert, 2013; Pfeffer, 2010).

Employee Development: within sustainable HRM, development options, such as training, career succession initiatives, and skill-building workshops, are necessary for employee retention and satisfaction. Research shows that workers are higher likelihood of being involved and dedicated to the company if they feel encouraged to advance their careers (Jackson et al., 2011). Development programs foster creativity and flexibility, two qualities necessary for long-term company operations in a cutthroat marketplace (Kamar, 2014).

Employee Retention: Sustainable HRM focuses on creating long-term relationships with employees by prioritizing equity, recognition and a safe work environment. As employees have a higher likelihood of retained by companies that display a genuine interest in their well-being and career advancement, sustainable HRM is often associated with high retention rates (Renwick et al., 2013). The retention of staff will reduce turnover costs and loss of knowledge that will bring benefits to the organization, supportive work environment, recognition initiatives and fair pay can foster retention (Lozano, 2015).

Employee Engagement: Engagement is a key factor of sustainable HRM, as engaged employees tend to be satisfied and productive. Sustainable HRM boosts sense of purpose and ownership in the organization. According to research, employee engagement and general satisfaction are increased by sustainable HR policies that promote cooperation, candid communication, and participatory decision-making (Searcy & Busby, 2014; Turban & Greening, 1997).

Nonetheless, while the implementation of these practices is on the rise, little research examines Sustainable HRM practices' immediate impact on employee's satisfaction, or how specific HRM activities—well-being, development, retention and engagement—mediate the relationship. Although many studies point to the environmental or reputational benefits of such activities (Wright & Nishii, 2013; Lozano,2015), it is necessary to explore how sustainable practices impact the life and satisfaction of employees on a daily basis

This study aims to bridge this gap by examining the link between employees and sustainable HRM practices satisfaction, with well-being, development, retention, and engagement acting as mediating variables. By looking at these variables, the study hopes to offer practical guidance on how companies can implement sustainable HRM practices that serve both long-term sustainability goals and a happy, engaged workforce.

2. Review of related literature

The study did not include papers that had nothing to do with the field of study. Papers were screened based on published research related to the keywords in our proposed title. (Some of the reviewed literature that we used for our study is listed below:

Sypniewska, Baran, and Klos (2023) in their study on this Employees are seen as more than just resources by the developmental approach known as sustainable human resource management (SHRM). It proves that workplace well-being, employee engagement, retention, and development have a favorable relationship with employee satisfaction. This

study also shows how employee engagement acts as a mediator in the relationship between these factors and worker satisfaction. It also emphasizes that enthusiasm and commitment are crucial components of job satisfaction, even though overindulging in work can have negative consequences. The findings have practical implications for companies, showing that well-being programs, career advancement, and retention strategies can raise employee satisfaction and boost overall company performance.

Davidescu et al. (2020) Examined the connection between Romanian workers' job performance, job happiness, and work flexibility, with an emphasis on Human resource management (HRM) concepts. Contractual, functional, working time, and workspace flexibility are the four main categories of flexibility identified in the study, and their effects on job satisfaction, the authors create a composite indicator using logistic regression models and multiple correspondence analysis. In order to achieve long-term workforce sustainability, the study emphasizes the significance of rethinking HRM practices to incorporate employee development, flexible work schedules, and adaptable workplaces. The results indicate that the best way to improve organizational performance, employee motivation, and professional development is to combine remote and office work with partial home working.

Tortia et al. (2022) Examine how employee happiness and organizational performance are affected by sustainable human resource management (SHRM) methods from the standpoint of human growth. Using information from 4,134 employees at 310 Italian nonprofits social enterprises, using the workplace demands and resources model, the study looks at how SHRM practices—like task autonomy, teamwork, engagement, and workload pressure—affect performance is positively impacted by engagement and workload pressure, but that this link is not considerably mediated by immaterial satisfaction. In order to maintain employee engagement and organizational innovation, the study highlights the significance of striking a balance between job expectations and resources. These observations contribute to the ongoing discussion on sustainable HRM by emphasizing the ways in which inclusive workplaces can enhance service quality and innovation.

Anlesinya and Susomrith (2020) Ecological sustainability is the primary focus of sustainable HRM research, with social and economic aspects garnering less attention, per their analysis of 122 articles published between 2003 and 2020. Because the majority of research is done in Europe and Asia, leaving regions like Africa and the USA with little to no research, the report highlights geographic imbalances. Additionally, rather than combining HRM practices for possible synergistic effects, most research examines individual HRM

practices. However, the authors emphasize that more multi-level and comparative research is needed to advance sustainable HRM as a strategic approach to corporate sustainability.

Pena et al. (2024) Examine how perceived organizational support (POS) and wellness initiatives affect organizational performance using the paradigm of sustainable management of human resources. With work satisfaction and dedication serving as mediating factors, the study postulates that wellness initiatives possess a positive effect on employees' perceptions of organizational support, which in turn influences organizational performance. The study, which used data from 137 employees and partial least squares structural Equation Modeling (PLS-SEM), demonstrates that wellness programs greatly increase worker commitment and job happiness, which consequently improves organizational performance. The findings highlight the significance of employee well-being in sustainable HRM by demonstrating its connection to business success. In order to foster a culture of positivity at work and long-term viability, the report highlights how important it is to integrate wellness initiatives into HR plans.

Strenitzerova and Achimsky (2019) Examine the connection between human resource management and sustainability (HRM) in the postal sector and employee satisfaction and loyalty. The study's findings, which are based on a survey of 1,775 employees of the Slovak postal company, financial benefits and the employer's lack of interest in their opinions are the two main causes of employee dissatisfaction. The study uses regression and correlation analysis to show that employee loyalty is significantly impacted by age, tenure, job position, and job market conditions. The results show that postal organizations must enhance their HR strategy by promoting competitive pay, better working conditions, and employee engagement. According to the survey, maintaining labour stability and Long-lasting effectiveness in the postal industry in raising employee happiness.

2.1. Historical Background

A major change in sustainable HRM process is noted from early 2000s . A more all-encompassing approach that considers social, economic, and environmental factors replaced traditional HRM, which only addressed organizational performance, during this time. The sections that follow provide descriptions of significant aspects of this evolution.

2.2. Shift in focus

In the early 2000s, there was a stronger correlation between HRM and sustainability

goals that focusing that how important it is to include social and environmental factors in HR procedures (Venka et al., 2020).

This Paper mention that many studies contribute to the attainment of the Sustainable Development Goals (SDGs), particularly in relation to mental health and gender equality (Agustina et al., 2024).

2.3. Emergence of green HRM

Green HRM, which emphasizes ecologically friendly HRM methods including green training and staff involvement in sustainability projects, gained popularity (Santana & Lopez-Cabrales,2019).

This change was marked by an increase in the amount of literature that investigated the connection between human resource management and environmental management (Kramar, 2022).

2.4. Strategic integration

With an emphasis on positive results in economic, social, and ecological dimensions, SHRM has expanded to include organizational goals beyond just business objectives ("A systematic review of an explanation of strategic human resource management and elements of sustainable human resource management", 2022).

Organizations aiming for long-term viability now need to establish strategic HRM frameworks that integrate sustainability concepts (Kamar,2022).

3. Description of Broad Area

3.1. Rationale of the study

Employee satisfaction within this framework has not received proper enough attention in the literature, mainly in the Indian automobile industry, despite the increased satisfactory response on Sustainable Human Resource Management (SHRM) across industries. Although the objective of SHRM is to include sustainability concepts into workforce management, the majority of research focuses more on environmental and economic factors than on human-centric ones like retention, job satisfaction, and employee well-being. A comprehensive understanding of how SHRM may enhance employee satisfaction is considered important for ensuring both manpower stability and organizational

success, especially given the highly labor-intensive and dynamic nature of the Indian automobile sector. In the automotive sector, sustainability has largely been researched with an emphasis placed on efficient resource use, environmental responsibility, and regulatory compliance, while the essential role of a work environment that values employee equity, health, and well-being has often been overlooked. In a context where a heavy workload, job insecurity, and technological disruptions are frequently experienced by employees, the need for the promotion of a more inclusive and employee-friendly workplace through sustainable HRM practices is recognized.

- Additionally, not enough research has been done on the connection between worker workplace well-being, professional growth, retention, and general job satisfaction in a sustainable workplace. Automation, changing labor rules, and improvements in electric mobility are all having a major impact on the Indian auto sector. Employees must therefore constantly improve their abilities, adjust to new technologies, and deal with shifting job responsibilities. Research on the effects of SHRM practices, such as career development programs, well-being policies, and continuous learning initiatives, on employee engagement and retention in this industry is, nevertheless, scarce. To lower attrition rates, increase work satisfaction, and encourage long-term commitment among employees, automakers must have a thorough understanding of these dynamics.
- Furthermore, very few studies have been conducted that looks at Sustainable HRM from the viewpoint of workers in the Indian Automobile Sector. The majority of research in this area focuses on western economies, whose HR policies, legal frameworks, and workforce expectations are very different from those in India. It is crucial to examine SHRM methods in a way that is in line with the particular requirements of workers in the Indian automotive industry, given the country's distinct labor market dynamics, quick industrial growth, and growing emphasis on sustainability. In addition to adding to the body of knowledge in academia, filling this gap will give business executives important information on how to apply long-term HR practices that improve employee happiness and organizational performance.

3.2. Operational Definitions

In modern businesses, sustainable human resource management, or HRM, has become a crucial strategy with a focus on long-term employee development, retention, and

well-being while balancing social and environmental responsibilities (Ethnert et al., 2016). By fostering an environment where ethical labor practices, employee health, and professional development are highly valued, this tactic ultimately helps the organization remain sustainable (Kamar, 2014). The primary objective of this study is to examine the relationship between employee engagement and sustainable HRM.

3.3. Sustainable HRM practices

Sustainable human resource management aims to improve workers' personal and professional well-being and incorporates the following crucial procedures:

Well-being of employees: Organizations implementing sustainable HRM provide top importance to work-life balance guidelines, stress management programs, and mental and physical health programs (Jabbour & Santos, 2008).

Employee Retention: Sustainable HRM improves job security, career growth opportunities, and fair compensation plans, all of which boost employee loyalty (De Prins et al., 2014).

Employee Development: According to Zaugg et al. (2001), Initiatives for training and development assist employees in acquiring new abilities, which boosts job satisfaction and lowers attrition rates.

3.4. Employee Engagement as Mediator

Employee engagement is crucial to linking sustainable HRM practices to employee satisfaction. As a result of motivated workers being more driven, committed, and effective, employee engagement raises job satisfaction (Schaufeli & Bakker, 2004). Sustainable HRM encourages employees to participate actively in the business by fostering a positive work environment. Thus, Engagement acts as a mediator between employee satisfaction and sustainable HRM practices by creating a positive work environment (Meyer & Allen, 1991).

3.5. Impact on Employee Satisfaction

Employee satisfaction is among the most significant outcomes of sustainable HRM. According to Ethnert et al. (2016), companies that implement sustainable HRM practices report improved job satisfaction, lower burnout, and greater degrees of loyalty. When workers feel their employer cares about their well-being and is socially conscious, they are more engaged and satisfied, which improves performance and reduces turnover (Aust et al.,

2020).

Through initiatives that promote growth, retention, and well-being, Employee satisfaction is significantly impacted by sustainable HRM. Employee engagement has a vital mediating function in this relationship to guarantee that sustainable HRM policies produce quantifiable employee satisfaction outcomes. Future studies should look more closely at industry-specific effects in order to develop customized sustainable HRM strategies.

3.6. Theoretical Background

The proposed model of the research study is based on different theories, as mentioned in Table 1.

Tabel 1: Key Theories Supporting the Conceptual Framework

S.No.	Name of Theory	Source
1.	Person Environment Fit Theory	(Sypniewska et at., 2023, Zhang et al.,2021, Lee et al., 2021).
2.	Self Determination Theory	(Deci et al., 2017, Hawed et al., 2020, Reyan et al., 2021)
3.	Social Exchange theory	(Nicole Renee Baptiste 2008, Guerci et al., 2018, Almarzooqi et al., 2019)

3.7. Person-Environment Fit Theory

A helpful framework for comprehending why certain SHRM practices can lead to employee happiness is the person- environment fit theory. According to this hypothesis, employees' attitudes are influenced by how well their requirements and organizational resources match. Therefore, it is probable that a high degree of perceived fit between an individual and their workplace leads to positive job satisfaction, whereas a low degree of perceived person-environment adjustment would result in negative attitudes (Salanova et al., 2012, Zhang et al., 2021, lee et al., 2021, Sypniewska et al., 2023).

3.8. Self-Determination Theory (SDT)

Effect on Worker Contentment: Employee satisfaction tends to increase when HRM practices are in line with the ideas of self-determination theory, such as providing employees with autonomy, chances to grow their skills, and a feeling of inclusion. According to self-determination theory, people are motivated to develop and change by three basic psychological needs: autonomy, competence, and relatedness (Deci et al., 2017, Hawerd et al., 2020, Reyan et al., 2021). Creating surroundings that accommodate these requirements is a common goal of sustainable HRM practices.

3.9. Social Exchange Theory

This theory, which highlights the reciprocal nature of social relationships, states that when an employer demonstrates positive behaviors (such as treating workers fairly, helping them, and looking into their well-being), workers are likely to reciprocate with similar actions (such as increased commitment, loyalty, and satisfaction). The pillars of sustainable HRM practices—fairness, moral behavior, and well-being—promote positive social interactions and raise employee satisfaction. (Guerci and colleagues, 2018; Almarazooqi and colleagues, 2019; Nicole Renee Baptiste, 2008).

4. Problem Statement

A STUDY OF SUSTAINABLE HRM PRACTICES AND THEIR IMPACT ON EMPLOYEE SATISFACTION IN AUTOMOBILE SECTOR

5. Objective and Hypothesis of the Study

Objective 1: To identify the key components of sustainable HRM practices in Automobile Industry.

Objective 2: To study the impact of sustainable HRM practice on the employee satisfaction.

H1: Sustainable HRM Activities are positively correlates with employee Satisfaction.

Objective 3: To assess the influence of sustainable HRM practice on the employee engagement.

H2: Sustainable HRM Activities are positively correlates with employee Engagement.

Objective 4: To analyze mediating effect of employee engagement between sustainable HRM practices and employee satisfaction.

H3: Employee engagement mediates the relationship between Sustainable HRM and employee satisfaction**.**

6. Research Model

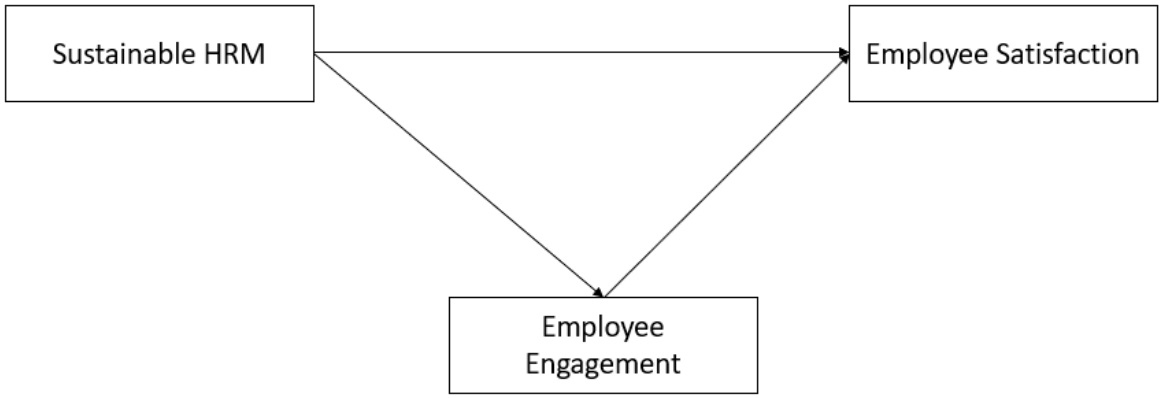

Fig.1: Proposed Research Model

7. Research Design and Methodology

7.1. Variable of the Study

i. **Independent Variable:** The component that is thought to affect or forecast changes in the dependent variable is known as the independent variable in this study. The independent variable in this study's context is Sustainable HRM Practices

ii. **Dependent Variable**: The result or reaction that the study seeks to quantify and examine is represented by the dependent variable. It is the variable that modifications to the independent variable are predicted in order to influence the dependent variable in this research is Employee Satisfaction.

iii. **Mediating Variable**: The method by which the independent variable affects the dependent variable is explained by the mediating variable, also known as the intervening variable. It makes it easier to understand how or why the two primary

variables are related. The mediating variable in this investigation is Employee Engagement.

7.2. Sampling Design

The framework or method used to choose a subset (sample) of people, things, or data points from a larger population in order to estimate the characteristics of the entire population is known as sampling design. A carefully thought-out sampling strategy guarantees that the sample fairly represents the population, reducing bias and boosting the validity of the findings

- **Sampling Frame –** Employees of automobile manufacturing companies based out of Delhi NCR will make up the sampling frame for this study. Employee responses will be gathered through both online and offline questionnaires.
- **Sampling Technique –** Refer to the procedures used to choose a sample, or subset, of people from a wider population in order to conduct research. By ensuring that the sample is representative, a carefully considered sampling technique lowers bias and increases the dependability of the findings. Two major categories can be used to classify sampling techniques:
    - **Probability Sampling**
        - Simple Random Sampling
        - Stratified Sampling
        - Systematic Sampling
        - Cluster Sampling
    - **Non-Probability Sampling**
        - Convenience Sampling
        - Purposive (Judgmental) Sampling
        - Snowball Sampling
        - Quota Sampling

Convenience sampling and quota sampling will be employed in our study to analyse the response collected. Equal number of responses from each of the companies' employees will be consider for final analysis.

Sample Size – For factor Analysis 5 to 10 finding per item are preferred, while SEM model require a sample size of at least 500 responses (Hair et al. 2009). Since our study we use SEM, so we consider 800 sample size approximately for this study.

Data Collection

The methodology applied for the data collection is face to face interview and Structured Questionnaire (Online and in-Person).

Research Tool

Data Analysis

A potent multivariate statistical method for examining intricate interactions between observed (measured) and unobserved (latent) variables is structural equation modeling, or SEM. By combining aspects of multiple regression and factor analysis, SEM enables researchers to evaluate theoretical models that include mediating and moderating interactions as well as many dependent and independent variables.

For this study, SEM was selected because to the conceptual framework's complexity, which comprises:

Independent Variable- Sustainable HRM Practices

Dependent Variable -Employee Satisfaction, Firm Performance

Mediating Variable- Employee Engagement

Using a variety of indicators, SEM is used to examine latent characteristics such as stress or satisfaction. It makes it possible to test both direct and indirect interactions between variables at the same time. Model fit indicators, such as CFI and RMSEA, are provided by SEM to evaluate the theoretical model's validity. Reliability is increased by taking measurement errors into account. SEM is therefore perfect for intricate, survey-based research.

Software – SPSS, AMOS.

Analysis of Moment Structures is referred to as AMOS. IBM created this specialized statistical program, which is mostly utilized for structural equation modeling (SEM). With the use of AMOS's intuitive graphical user interface, researchers may create path diagrams to define and estimate models that incorporate both latent and observable variables.

Within the framework of this study, AMOS is utilized to:

Examine theoretical models,

Examine intricate correlations between variables

Additionally, evaluate the compatibility of conceptual frameworks that incorporate latent variables, mediators, or multiple outcomes.

5. Implications

Theoretical Implications

By combining organizational behaviour concepts like employee engagement and satisfaction with Sustainable Human Resource Management (S-HRM), this study adds to the expanding corpus of research on the subject. The study provides a deeper view of how sustainable HRM approaches affect employees' psychological and behavioural results in addition to their operational benefits by looking at the mediating function of employee engagement. By arguing that when businesses invest in sustainable HR practices—like moral treatment, work-life balance, and opportunities for professional growth—employees return the favour by becoming more engaged and satisfied, which eventually benefits the company, it expands on the Social Exchange Theory (Blau, 1964). Additionally, by addressing firm-level outcomes (like performance) and employee-centered outcomes (like satisfaction) at the same time, this study closes the gap between sustainability and performance literature. By presenting engaged workers as a strategic and long-lasting resource that propels business success, it also supports the Resource-Based View (RBV).

Managerial Implications

It is anticipated that the study's conclusions will give corporate executives and HR managers useful information. First, implementing sustainable HRM practices can greatly increase employee engagement and happiness. Examples of these practices include inclusive hiring, green HR policies, open performance management, and employee well-being initiatives. Consequently, increased organizational commitment, less turnover, and increased productivity all contribute to better business performance. Managers must to see employee engagement as a strategic lever that converts HRM practices into observable business results, rather than just as a motivating element. Additionally, the report urges businesses to consider sustainability as a comprehensive people-centric approach that creates long-term value, rather than just from an environmental or corporate social responsibility perspective. Thus, making

an investment in sustainable HRM can help you stand out from the competition in terms of both performance excellence and talent retention.

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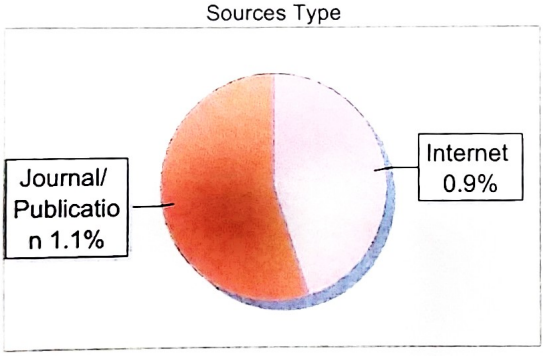

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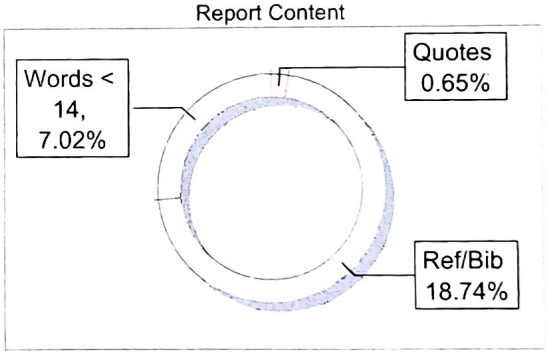

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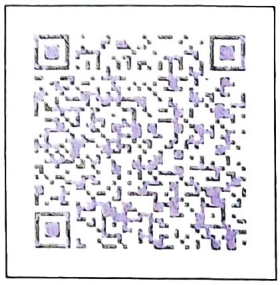

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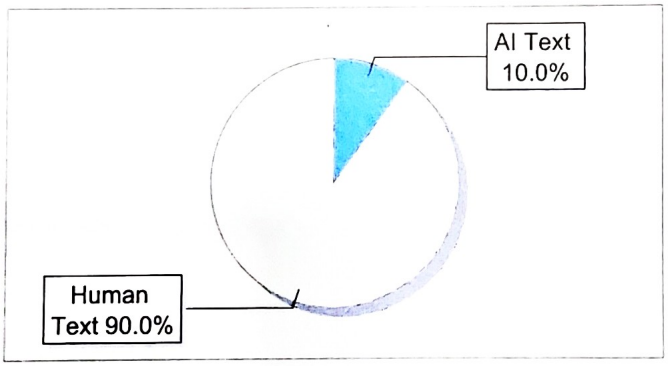

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